

**IN THE UNITED STATES PATENT AND TRADEMARK OFFICE**

**APPLICANT(S): ROYALE, Naala, et al.**

**GROUP ART UNIT: 3623**

**APPLICATION NO.: 10/712,816**

**EXAMINER: Cardenas Navia, Jaime F.**

**FILING DATE: November 13, 2003**

**CONFIRMATION NO.: 8842**

**FOR: METHODS FOR ASSESSING INSTITUTIONAL NEEDS**

**Via EFS Web  
Dated: May 4, 2009**

To: Director of Patents  
P.O. Box 1450  
Alexandria, VA 22313-1450

**DECLARATION OF NAALA ROYALE UNDER 37 C.F.R. 1.132**

Under penalty of perjury I, Naala Royale, hereby declare that

1. I am an employee of Aramark, the assignee of the above-referenced patent application on which I am listed as a co-inventor.
2. My current position is Vice President of Marketing for the Campus Services Division with responsibilities which include Aramark's MarketMATCH® Program, which is described and claimed in the above-referenced application.
3. Aramark's MarketMATCH® process has achieved commercial success and has solved long-felt needs, as evidenced by the published articles and testimonials which are attached as exhibits.

4. Exhibit A is an article entitled Dining on Campus from University Business, June 1, 2004, describing the success of the MarketMATCH® process at Boston University.
5. Exhibit B is an article from Nation's Restaurant News, Aug. 18, 2003, which is a testimonial to the success of the MarketMATCH® process at Baylor University.
6. Exhibit C is an article from UH Today, Feb. 21, 2006, quoting University of Houston officials referring to the MarketMATCH® process and referring to the "considerable success" achieved by MarketMATCH® at U. Central Fla., Old Dominion U., Wake Forrest U., Clemson U., and U. North Carolina, Chapel Hill.
7. Exhibit D is an article published July 7, 2003 in Nation's Restaurant News wherein the President of the University of Pennsylvania, Dr. Judith Rodin, stated that "Aramark was able to provide creative solutions tailored specifically to our students' lifestyles," referring to the MarketMATCH® process.
8. Exhibit E is an article published in Nation's Restaurant News, August 18, 2003, referring to MarketMATCH® and the fact that the "remodeling at the University of Pennsylvania was based on research obtained from Aramark's new proprietary market research assessment tool." The "tool was the MarketMATCH® computer system as claimed in the above-referenced patent application."
9. Exhibit F is an article from the Penn Current, September 19, 2002 entitle "Aramark resets the dining table," referring on page 2 to the MarketMATCH® process as "one of the reasons Penn chose Aramark, said Amy Johnson, Director of External Relations for Business Services. "We decided it was time to take dining services to the next level," she said. "The strength of Aramark's operations and MarketMATCH® recommended them to us."

10. Exhibit G is an article from The Shorthorn Online dated September 1, 2006 referring in the fifth paragraph to Ararmark, the company that provides university dining services, did a MarketMATCH® study measuring student patterns. The study assists planning for future campus dining, enhancing existing services and adding additional services. “
11. Exhibit H is an article from The Daily Tar Heel, September 24, 2008, referring to the MarketMATCH® planning process being implemented a the University of North Carolina.
12. Exhibit I is a PowerPoint presentation presented at New York University by Aramark which on page 21 refers to “Base business growth – 14.6% v. 8.25% prior to MarketMATCH® and “Voluntary meal plan sales up 20% by 2007” and “Catering sales up by 81% due to new Catering Brand, “Top of the Square.”
13. Exhibit J is an Aramark PowerPoint presentation regarding Baylor University Revenue growth of 26% since 2005, Satisfaction scores grew 33% since MarketMATCH®, Voluntary meal plan sales penetration grew 23% to 34%, and Share of Spend growth – 42% in 2005, 47% in 2008.
14. Exhibit K is an Aramark PowerPoint presentation regarding Southern Methodist University (“SMU”) wherein SMU asked Aramark to facilitate MarketMATCH® for the second time in 2006 to “bring services in alignment with their new master plan. On page 29, Revenue growth of 41% since first MarketMATCH® process in 2004, Satisfaction score increase of 13% and Share of Spend growth of 25% in 2003, 31% in 2008 are set forth. On the second page 29 is a testimonial from Julie A. Wiksten, Executive Director of Auxiliary Services, Southern Methodist University stating that MarketMATCH® process conducted by ARAMARK has proven invaluable to this institution as we develop

a multi-year strategic plan for SMU Dining Services. The process was more than just surveys, it was in-depth campus mapping studies that segmented the campus into distinct neighborhoods and studied the foot traffic patterns of our campus community to determine where new venues should be placed. It studied the share of spend analysis to determine purchasing behaviors. And, finally, the architectural design expertise helped determine the right types of renovations and styles of service for new venues. It is truly a unique way to gain critical information from so many different sources on campus and helps us make educated and informed decisions about the future of dining on our campus.” Exhibit K includes several Testimonials from Officers of several colleges and universities as follows:

Quote from *Julie A. Wiksten, Executive Director of Auxiliary Services, Southern Methodist University*:

“The MarketMATCH® process conducted by ARAMARK has proven invaluable to this institution as we develop a multi-year strategic plan for SMU Dining Services. The process was more than just surveys, it was in-depth campus mapping studies that segmented the campus into distinct neighborhoods and studied the foot traffic patterns of our campus community to determine where new venues should be placed. It studied the share of spend analysis to determine purchasing behaviors. And, finally, the architectural design expertise helped determine the right types of renovations and styles of service for new venues. It is truly a unique way to gain critical information from so many different sources on campus and helps us make educated and informed decisions about the future of dining on our campus.”

Quote from *Craig Hill, Associate VP for Business Affairs, Boston University*:

“It's a technique that creates a dining 'master plan' that takes us out five years and breaks an urban campus into neighborhoods. Our professional retail and residential dining staff knows everything about BU and our students. They incorporate scheduling, traffic patterns, competition, demographics, you-name-it. And they

know this by being part of our school and by talking to everyone involved, from students to school administrators.”

Quote from *Dr. Robert E. Witt, President, University of Alabama:*

“As the size of our student body continues to grow at The University of Alabama, on-campus dining has become an integral component in the quality of life our students expect. We have been pleased with the master plan that ARAMARK developed for our campus using its MarketMATCH® process. Rather than relying solely on preference surveys, ARAMARK segmented our campus into neighborhoods, then conducted research within each one. As a result, we have a strategic portfolio of recommendations based on the needs of our current and future students.”

Quote from *James Barker, President, Clemson University:*

“We’re very pleased that ARAMARK began this process [referring to MarketMATCH® process] by listening to our students...you probably now know more about our students than we do.”

Quote from *John Hall, Vice President for Administration and Campus Operations, University of TX at Arlington:*

“ARAMARK’s MarketMATCH® provided the University with a comprehensive planning model for expanding and enhancing UT Arlington’s campus dining operations. ARAMARK fully understands the uniqueness of each college or university campus and invests the time and resources necessary to respond to the needs and/or desires of our students, faculty and staff. It is very evident that ARAMARK’s team of professional’s are well qualified and experienced to bring ideas to the table that raises the bar for university dining services.”

Quote from *John Anderson, Wake Forest University:*

“This [referring to MarketMATCH®] is a solid, fact-based plan for the future of Wake Forest Dining Services.”

Quote from *Bill Merck, Vice President, Administration & Finance, University of Central Florida:*

“With so much development happening on campus, Dining Services and ARAMARK [referring to MarketMATCH® process]

should be included in all major building renovations from Day One to ensure we're all on the same page."

15. MarketMATCH® is a process that utilizes a computer system programmed with a set of instructions for accessing institutional needs to carry out the following steps:
  - a) defining at least a primary and a secondary characteristic used for segmenting a community;
  - b) segmenting the community by said primary characteristic into one or more target market units; and
  - c) for each target market unit:
    - 1) assessing the needs of a population therein;
    - 2) comparing preferences to current services to identify each need not met by current services as an opportunity;
    - 3) correlating each opportunity to an available service wherein the scope and objective of each current service is determined.

16. Preferably each target market unit is further segmented by the secondary characteristic wherein Step C is carried out within each of said further segmented target markets.

MarketMATCH® is carried out by use of a computer system programmed with a set of instructions for accessing institutional needs according to the following steps:

- a) defining a plurality of target market units and their needs;
- b) defining a plurality of day-parts;
- c) for each target market unit at each day-part:
  - 1) assessing the needs of the population therein;
  - 2) comparing preferences to current services to identify each need not met by current services as an opportunity;

3) correlating each opportunity to an available service wherein the scope and objective of each service is determined.

17. Preferably the computer system is used to receive data on:

- 1) campus geography;
- 2) campus architecture;
- 3) population;
- 4) food service preferences and desires;
- 5) existing services.

18. The computer program defines a plurality of target market units and optionally sub-units based on the information gathered,

a) defining a plurality of day-parts based on traditional meal-times, optionally modified by information gathered; and

- b) for each target market unit at each day-part:
- 1) assessing the needs of the population therein,
  - 2) identifying each need not met by current services as an opportunity,
  - 3) correlating each opportunity to an available service wherein the scope and

objective of each service is determined, and

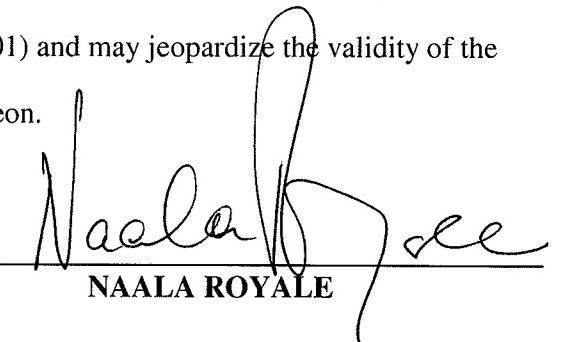
- 4) reporting each correlated available service as a recommended service.

19. The data on campus geography will usually include location of buildings, roads, landscape features, traffic patterns, travel time between buildings, and obstacles or impediments to travel.

20. The data on campus architecture may include use, location, attendance rates, and schedule of each building.

21. The data on population may include location, time, purpose, and schedules of individuals.
22. The data on food service preferences may include dining style, meal-type, grocery, food types, desired services, desired eating and snacking times, and food preferences.
23. The data on existing services may include location of services, on-campus services, off-campus services, satisfaction, and type of services.
24. The computer system comprises a data base and a computer programmed to optimize the university food service system based on responses to surveys of patrons and potential patrons, the database including records of facilities, menu options, times of services, and the responses comprising patron and potential patron preferences, wherein the computer system generates schedules of brands for each dining facility by maximizing a common thread between the different groups.
25. All statements made of my own knowledge are true and that all statements made on information and belief are believed to be true.
26. I am aware that willful false statements and the like are punishable by fine or imprisonment, or both (18 U.S.C. 1001) and may jeopardize the validity of the application or any patent issuing thereon.

Date: 5-4-09



Naala Royale

## Exhibit A

# Catering to the client: new-millennium universities now see their student diners as valued customers, not captive audiences.

*Title Annotation: Dining On Campus*

*Date:* Jun 1, 2004

*Words:* 733

*Publication:* University Business

*ISSN:* 1097-6671

With the growing pressure to retain students on campus after their freshman year, colleges and universities no longer focus on simply feeding students, but on "earning student satisfaction, meal by meal," says Craig Hill, Boston University's Associate VP for Business Affairs. Menu variety, and location and atmosphere of the dining destination are now driving progressive schools' dining solutions. And schools are listening closely to what their dining patrons--the student "customers"--want.

According to Hill, "Student habits and preferences inform our meal plans and our dining-destination strategies. We know that we either accommodate students' patterns or they simply will go elsewhere to live and eat. It's a whole different mindset."

And the changed dining habits are many, Hill notes. "Students tend to eat smaller portions more often, and they stay up and eat much later than they ever have. What's more, students are only willing to walk so far to get a bite to eat, and that's even more critical at an urban campus like BU, particularly at night."

BU's solutions to these kinds of challenges may differ dramatically from those of other schools, as dining is an area where administrators are now looking for solutions unique to their own campuses. Yet, the dining-related problems tend to be similar on campuses everywhere. At schools nationwide, dining departments report that they are constantly reacting to and anticipating pressures from such directions as student advocacy, ethnic diversity, changing habits, and the need to control costs. Student preference was the driving force behind the Sustainable Food Project at Yale University (CT). Berkeley Dining Room has been transformed with fresh, natural foods and the initiative supports local suppliers and growers.

Still, because costs can be hard to contain, many campus managers are zero-base budgeting their food operations by focusing on student needs. "At least that was our premise," says BU's Hill, "when we launched the BreadWinner's soup, salad, and sandwich cafe (which incorporates a Starbucks outlet) in the School of Management. It's been a huge success," he says, "because it responds to what our busy business students want: fast, affordable and convenient." Enabling this is ARAMARK, says Hill. "They've been with us since 1976, for every step in the process. Their employees take on the culture of our university."

In fact, BreadWinner's Cafe was conceived and designed for the on-the-run student, faculty and

staff constituencies consistent with ARAMARK's MarketMATCH program. Says Hill, "It's a technique that creates a dining 'master plan' that takes us out five years and breaks an urban campus into neighborhoods. Our professional retail and residential dining staff knows everything about BU and our students. They incorporate scheduling, traffic patterns, competition, demographics, you-name-it. And they know this by being part of our school and by talking to everyone involved, from students to school administrators."

According to Naala Royale, Vice President of Marketing, ARAMARK Dining Services, "We work closely with a range of campus community segments, including faculty, staff and students at each school we serve. We refine meal plans so that dining options best meet the needs of their students. We create retail dining environments that work for each campus. The programs accommodate the changing tastes of incoming freshmen and offer convenience and flexibility to upperclassmen who live off campus, and commuters and non-traditional students. A successful dining program includes variety, convenience, nutrition, as well as culinary innovation, student preference and retail solutions."

In truth, the "outright pursuit" of students is what Dining Services has been transformed into, agrees Southern Methodist University's (TX) Julie Wiksten, Director of Auxiliary Services. "Schools used to operate on the premise that once they got the students on campus, they were a captive audience." More competitive college environments, increasingly sophisticated taste among young people, and the burgeoning influx of ethnic students and menus in the last decade, have all dramatically changed dining policies, she says, adding, "We give our dining spots a retail feel. The students want smoothies, made-to-order wraps and salads, everything specifically to their tastes. Frankly, students had better like the dining variety schools provide, or they'll vote with their meal plans."

At SMU, the vote is lopsided in favor of the recent changes and upgrades at dining venues, including reactions from faculty aim staffers. Wiksten reports that in the past year-and-a-half, thanks to upgraded menus and facilities, more than 300 faculty and staff (up from fewer than 10) have opted to purchase the school's special 10-meal package.

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**Exhibit B**

## Food Industry

Industry: Email Alert RSS Feed

# Campus dining: students give new facilities better grades: revamped dining halls, fancy foods, 24-hour convenience score well

Nation's Restaurant News , August 18, 2003 by Lori Lohmeyer

- Email
- Print

While students still love pizza, they are requesting more lean options, such as Subway and Jamba Juice, Royale says. The current "boutique generation" is more knowledgeable about their culinary options. As a result, the company relies on student feedback when it adds brands to the mix.

Research conducted with students at Baylor University led Aramark into the fast-casual arena through a partnership with Dallas-based Brinker International. Aramark and Brinker are slated to open Chili's Too @ BU in August. The 150-seat, scaled-down version of a Chili's Grill & Bar will be open to the public but also will accept Bear Bucks, the debit card Baylor students can use to make food purchases on campus.

### Most Recent Food Articles

- Food Roundup: Busch-InBev Cuts U.S. Jobs, Whole Foods Sues FTC, McDonald's...
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- More »

In addition to helping Aramark define appropriate brand partnerships, MarketMatch also has helped the company realize the importance of offering students a variety of dining venues with flexible hours. By obtaining student input, the managed-services provider recognized the importance of adding convenience stores to its dining mix. "As kids get older, they want to make their own choices: a meal plan doesn't fit their needs," says Don Buccelli, national marketing director of Aramark's campus services. "We use the convenience stores to supplement the meal plan." In addition to helping Aramark manage its vendor partners, Buccelli is spearheading the company's development of convenience stores at campuses systemwide.

The MarketMatch strategy showcased the traffic flow patterns of students on campus and helped Aramark see the need for providing students with quick grab-and-go options, such as coffee and pastries. Keeping the convenience stores open late also has helped satisfy students with late night ice-cream cravings, the company says. It "gives us a nice advantage. We're here to do much more than serve three meals a day," Royale adds.

Aramark's [C.sup.3], Convenience to the Third Power, convenience store brand is garnering rave reviews from students, the company says. The [C.sup.3] concept boasts a variety of offerings--including coffee, baked goods, soft drinks and a host of nonfood items--to help encourage students to make purchases on campus, Buccelli says.

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- 1
- 2
- 3
- 4

**Exhibit C****UNIVERSITY of HOUSTON**[UH Home](#) | [Search](#)**UH Today News**  
**Office of Internal Communications**

Houston, TX 77204-5017 Fax: 713.743.8196

February 21, 2006

**UH, ARAMARK TO CONCOCT  
RIGHT MIX OF DINING OPTIONS**

The University of Houston is in the midst of creating a new dining services plan to meet the needs of students, faculty and staff.

Administrators are receiving assistance from Aramark Corp., UH's food-service vendor, in an effort ensure that the right dining service offerings are in place on campus.

Last week, the company launched a comprehensive market research process called MarketMATCH.

"This will be a very exciting process for the University of Houston as only a handful of schools nationwide participate in this process each semester," said John Rudley, vice president of administration and finance. "We are so pleased Aramark is working so quickly to help us identify opportunities for development so we can make decisions for improving the campus and its surrounding corridors."

During the next 15 weeks, Aramark experts from across the nation will be at UH to solicit input from the campus community through chat rooms, focus groups, intercept surveys and online surveys. Company officials will make recommendations as to what type of dining services should be offered at UH.

Rudley noted that University of Central Florida, Old Dominion University, Wake Forest University and Clemson University have participated in Aramark's MarketMATCH with considerable success.

"Our university will join a group of prestigious universities such as the University of North Carolina – Chapel Hill that already have utilized this program to identify opportunities to enhance collegiate life on their campuses," he said.

Francine Parker  
[fparker@central.uh.edu](mailto:fparker@central.uh.edu)

## Exhibit D

**looksmart**

<http://www.looksmart.com/>

**findarticles**

<http://www.findarticles.com/>

[FindArticles](#) > [Nation's Restaurant News](#) > [July 7, 2003](#) > [Article](#) > Print friendly

### **University of Pennsylvania sees Aramark as perfect 'MarketMatch' - In the Spotlight**

Paul King

PHILADELPHIA - Aramark is bringing real food to the University of Pennsylvania, Real Food on Campus, that is.

RFoC and a host of other changes will be coming to the university in the next several months, as part of a two-year contract extension Aramark received last month from the university. The contract covers three residential dining halls, two retail foodservice outlets and a kosher restaurant.

In a release announcing the contract extension -- Aramark had been working at Penn under a one-year deal -- university president Dr. Judith Rodin said the decision was made based on the kinds of programs Aramark was proposing for dining services.

"Aramark was able to provide creative solutions tailored specifically to our students' lifestyles," Rodin noted.

Michael Cenicola, regional director for Aramark Campus Services and district manager at Penn, explained that Aramark's ability to do that is the result of MarketMatch, Aramark's self-developed, market-assessment tool.

"MarketMatch gives us a comprehensive look at the campus's dining habits -- when and where people eat, what they like and what we're missing," Cenicola said.

"Over a six-month period, we conducted 30 in-depth interviews with student groups, faculty and administration, did an on-line survey that netted 400 responses, staged 16 student focus groups, conducted 1,000 intercept surveys at various campus locations and did 1,200 Voice of Customer surveys," he explained.

The end result will be up to \$10 million in renovations and new construction, most of which is being done over the summer. The construction will include a complete renovation of the 1920 Commons dining hall to improve line flow and enhance the dining room's ambience. McClelland Dining Commons also will be expanded with the addition of hot grab-and-go items and convenience store foods. Several retail concepts also will be added, including Chick-fil-A, Freshens Smoothies and a convenience store. And a new restaurant to be called the Triangle Diner will open in Stouffer Triangle.

The 1920 renovation will include Real Food on Campus, the latest outgrowth of Aramark's PanGeos concept, which features exhibition cooking, made-to-order entrees, a produce market and fresh-baked breads.

Some of the changes already have taken place. During a recent tour of the Houston Market, a retail operation on campus, Cenicola showed off self-service kiosks that have been tested since March.

The kiosks allow diners to custom-order their salads, wraps and deli sandwiches from The Wall, one of the market's stations, and pick up the order when their number is called.

"The kiosks have improved speed of service by five minutes," said Cenicola, who anticipates expanding the kiosks to other stations in the near future.

By the time students return to campus at the end of August, Houston Market also will feature a new station called

Global Fusion. Among the offerings there will be sushi and an Asian noodle bar. Global Fusion will complement Houston Market's other made-to-order stations, which include Ciao, a pizza-and-pasta station, and Blaze, which offers grilled and fried items.

On the residence side, Cenicola explained, meal plans have been revamped for fall. For example, they will be based on meals per semester, rather than meals per week, and will allow students to roll over their Dining Dollars from one semester to the next.

Students purchasing a kosher meal plan will have more flexibility, he added, and students in general will have a wider variety of meal plans from which to choose.

Jack Donovan, president of Aramark Campus Services and the Education Services Group, said the changes being made at Penn reflect how far the company has advanced recently.

"We are a much better food company than we were five years ago," Donovan admitted. "Part of that is due to changes in the marketplace, and part of it is due to the effort we've put in to understand our customers' needs and desires."

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## Exhibit E

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[FindArticles > Nation's Restaurant News > August 18, 2003 > Article > Print friendly](#)

### **Campus dining: students give new facilities better grades: revamped dining halls, fancy foods, 24-hour convenience score well - Company profile: Aramark**

Lori Lohmeyer

College students today spend less time pining for their mothers spaghetti and meatballs and more time contemplating what exactly they do want to eat.

Thanks to on-site feeders like Philadelphia-based Aramark Corp., the mystery meats, instant mashed potatoes and gelatinous peas that fueled jokes and food fights have been replaced by sushi, stir-fries and hot sandwiches available virtually around the clock at some campus outlets.

Following an overhaul of the University of Pennsylvania's foodservice facilities slated to debut this fall, more than 20,000 students, staff and faculty soon will enjoy a host of Aramark's revamped culinary offerings at three residential dining halls, two retail-dining locations and one kosher restaurant. Students at the Philadelphia school also can build their own salads using touch-screen technology, watch their pizzas cook in a brick oven or munch on quick-service options like Chick-fil-A.

Variety and innovation can be found at other Aramark campus dining accounts, too. For instance, New York University students can nosh on sushi, kosher delicacies or country-style meat loaf at one of the school's 13 dining facilities. And students at the University of North Carolina at Chapel Hill can buy organic vegetables and specialty cheeses from their full-service, on-campus grocery store.

Those higher-education facilities are just a sampling of Aramark Corp.'s more than 400 campus accounts. The Philadelphia-based contract giant provides foodservice to a broad spectrum of higher education facilities, ranging from top-tier institutions, such as Duke University and George Washington University, to a variety of commuter colleges nationwide. Last year Aramark added about 40 new campus accounts to its lineup.

"We're getting better at really understanding student lifestyle needs; we develop programs that mirror their lifestyle," says Naala Royale, vice president of marketing for Aramark's campus services division.

While Aramark says its campus services division is relatively sheltered from rough economic times, executives emphasize the key role foodservice plays in building communities and attracting an elite caliber of students. "The memory experience at a university is affected by the life experience a student has in the dorm," Royale adds. "Everyone has a memory of what living in a residence hall is like."

To help clients attract top-caliber students, Aramark says, it is raising the bar on its venue variety and offerings. The company recently debuted a proprietary market-assessment strategy that has helped transform its campus dining venues into restaurant-style operations. Aramark's growing convenience store operations also are helping to satisfy hungry students nationwide.

In 1997, Aramark officials claim, the company made waves when it threw out its cafeteria-style foodservice model to launch PanGeos, a program that marked the beginning of its foray into exhibition cooking at its campus accounts.

The marketplace concept combines a variety of ethnic and regional menus with display cooking. As part of the

PanGeos concept, final prep work is done in front of students to emphasize freshness and add excitement to the dining experience, says Jack Donovan, president of Aramark's education group.

The company evolved the PanGeos concept last year with the launch of "The Fresh Food Company." The new model features an open kitchen and brings the entire cooking process into the dining hall. "It brings a lot more pizzazz to the program," Royale says.

To help give clients a foodservice face-lift, Aramark needed a new program that could be installed in the dining halls of existing clients without requiring a wholesale revamp. While "The Fresh Food Company" provides the energy and excitement Aramark wants to convey to students, the model requires a complete overhaul of most cafeterias and works best on larger campuses, Royale says. Five years after introducing the PanGeos dining program, the company launched "Real Food on Campus" to give students greater dining variety without breaking clients' budgets. The program is designed to give students a restaurant-style experience through display cooking and a fun-filled, decorative atmosphere. In addition to providing a retail-food-court experience, the Real Food on Campus program is designed to give students mealtime flexibility.

Aramark implemented its Real Food on Campus program at 10 schools in the fall of 2002 and debuted 30 more revamped dining halls after winter break this January, Royale says. Aramark said it plans to renovate 60 facilities this summer.

The program is designed to be flexible and meet the needs of individual universities, Royale emphasizes. As a result, renovation costs depend on the facility and range from as little as \$50,000 all the way up to the \$700,000 price tag of the renovation at Baylor University in Waco, Texas, she adds.

To keep pace with changing consumer tastes, Aramark started tapping into students to help provide profitable foodservice solutions for its clients. The remodeling at the University of Pennsylvania was based on research obtained from Aramark's new proprietary market-research assessment tool. The research helped the company win a contract extension worth an estimated \$16 million in annual sales for an initial term of two years with options for four additional terms of two years each, company officials said.

Dubbed MarketMatch, the new strategy takes an in-depth look at each campus Aramark serves to develop appropriate meal options. As part of the foodservice makeover at the University of Pennsylvania, Aramark will offer students greater meal-plan flexibility, late-night dining choices and beefed-up convenience stores.

MarketMatch "provides a holistic and well-integrated package and experience," says Chris Malone, Aramark's vice president of marketing. It's "a source of competitive advantage for us."

The market-assessment tool, which takes approximately three to four months to execute, consists of a host of in-depth interviews with student groups, faculty and administration officials. Aramark, building off of its Web-savvy customer base, makes sure to include online questionnaires and e-mail surveys as part of its research.

That research enables the company to deliver provable new dining solutions tailored to meet the lifestyle and preferences of students, such as including increased meal-plan flexibility, express-meal stations and on-campus late-night dining options, Malone says.

MarketMatch "added a true system for approaching master planning to help reach more customers," Royale adds.

The MarketMatch tool helps determine the traffic flow patterns of students, the different communities on campus and the hours students enjoy eating to provide optimal dining offerings, Aramark contends. To date, Aramark has conducted its MarketMatch research at approximately six schools, Donovan says.

The company's Real Food on Campus program was inspired by research it obtained from its MarketMatch tool, Royale says. For example, a primary student concern remains mealtime flexibility. By determining what students perceive as appropriate mealtime options, Aramark says, it is able to help schools develop plans that combine the needs of the school with the desires of students.

Since Aramark conducted its MarketMatch strategy at the University of Pennsylvania, students are more receptive to the on-campus dining, says Mike Cenicola, Aramark's resident district manager at that school. Upperclassmen, who are notorious for dropping the meal plan after their freshman year, are signing on in larger numbers, Cenicola says. At the end of the 2003 school year, the University of Pennsylvania had more than 800 upperclassmen signed up for the meal plan for the 2003-2004 school year. At the same time in 2002, the school had fewer than 400 such students on the list, Cenicola says.

Aramark's MarketMatch strategy also has helped the company re-evaluate the brands it offers to students at its campus dining venues.

According to Donovan, the onset of branding helped cater to a "mall food court" generation of students. That first wave of branding brought numerous quick-service partners to Aramark's table, such as Pizza Hut and Burger King. But as student tastes become increasingly more health-conscious and sophisticated, Aramark uses its MarketMatch system to evaluate its brand offerings.

While students still love pizza, they are requesting more lean options, such as Subway and Jamba Juice, Royale says. The current "boutique generation" is more knowledgeable about their culinary options. As a result, the company relies on student feedback when it adds brands to the mix.

Research conducted with students at Baylor University led Aramark into the fast-casual arena through a partnership with Dallas-based Brinker International. Aramark and Brinker are slated to open Chili's Too @ BU in August. The 150-seat, scaled-down version of a Chili's Grill & Bar will be open to the public but also will accept Bear Bucks, the debit card Baylor students can use to make food purchases on campus.

In addition to helping Aramark define appropriate brand partnerships, MarketMatch also has helped the company realize the importance of offering students a variety of dining venues with flexible hours. By obtaining student input, the managed-services provider recognized the importance of adding convenience stores to its dining mix. "As kids get older, they want to make their own choices: a meal plan doesn't fit their needs," says Don Buccelli, national marketing director of Aramark's campus services. "We use the convenience stores to supplement the meal plan." In addition to helping Aramark manage its vendor partners, Buccelli is spearheading the company's development of convenience stores at campuses systemwide.

The MarketMatch strategy showcased the traffic flow patterns of students on campus and helped Aramark see the need for providing students with quick grab-and-go options, such as coffee and pastries. Keeping the convenience stores open late also has helped satisfy students with late night ice-cream cravings, the company says. It "gives us a nice advantage. We're here to do much more than serve three meals a day," Royale adds.

Aramark's [C.sup.3], Convenience to the Third Power, convenience store brand is garnering rave reviews from students, the company says. The [C.sup.3] concept boasts a variety of offerings--including coffee, baked goods, soft drinks and a host of nonfood items--to help encourage students to make purchases on campus, Buccelli says.

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**Exhibit F**[home](#) • [archives](#) • [search](#) • [staff](#) • [deadlines](#) • [feedback](#) • [get our e-mail update](#)**September 19, 2002****Cover Story**

- Special Report: Penn research brings knowledge to the world A look into the growth and workings of Penn's half-billion-dollar research enterprise.
- How Penn's research enterprise works and grows
- Penn brings the fruits of research to market
- How Penn became a giant in advancing knowledge
- Desert's past discovered
- Research gets its own Web site

**Top of the News**

- Penn calls up Marine as EVP
- Celebration of 150 years at SEAS
- A simple test offers hope
- School named for great alum
- One of a cast of

DINING/New retail choices and new menus are a harbinger of things to come from a new food service provider on campus.

## Aramark resets the dining table

**BY SANDY SMITH**

By the end of this month, the Subway should be serving the Penn campus.

The sandwich-shop chain is one of three new retail eateries being added to Class of 1920 Commons at 3800 Locust Walk as part of a larger overhaul of Penn's dining services.

The changes are being implemented by Aramark, the Philadelphia-based company chosen as the University's new food service provider.

Even though the Aramark staff have been on campus only since July, there are already noticeable signs of change in the dining halls and retail operations.

Houston Market, the facility used most often by staff, looks the same, but there's now more on the menu.

Maeve Duska, marketing manager for Dining Services, explained that in addition to pizza and pasta dishes, the Ciao! section will have calzones, specialty sandwiches and breads. And the Global Fusion menu, which featured Asian and Mexican fare, will also include a number of other cuisines from around the world.

"We are also working with our national distributors to bring more national brands [of food] into Houston Market, such as Ben & Jerry's ice cream," she said. "And we are now [offering] fresh soft pretzels as well." Prices will remain about the same as they are now.

At 1920 Commons, new retail outlets are being added in response to student surveys that showed a desire for more eating choices.

hundreds

## Feature Stories

- [Research: Some folks like it hot, while some do not](#)
- [Staff Q&A: The Writers House's Tom Devaney makes art while he sleeps. Thus, a book is born.](#)

## Also in this issue...

- [Ask Benny: Time to sort out all those PennTerms](#)
- [Aramark resets the dining table](#)
- [Executive workout](#)
- [Steer your professional life](#)

## What's On

- [Event Listings](#)
- [Editor's Pick: A night in Cuba—dine, dance and groove](#)
- [Conference Call](#)
- [People's Choice: Where do you park?](#)

## Departments

- [News Briefs](#)
- [Bookquick from the University Press](#)
- [Quoted recently](#)
- [Appointments](#)
- [Awards & Honors](#)
- [At Work](#)

Along with Subway, which Duska said was the students' top choice for new retail, Bene Pizza and Salad Garden will occupy space on Commons' second floor.

Other changes in 1920 Commons as well as the two other dining halls, Kings Court/English College House and Hill College House, also respond to expressed student desires. "We wanted to put in place much more healthy items, including baked potatoes, more steamed vegetables, a larger fresh tossed salad bar and more vegetarian and vegan options," Duska said.

Aramark also plans to beef up the demonstration cooking stations in the dining halls. 1920 Commons—which received a makeover that includes more attractive lighting and a warmer paint scheme over the summer—is getting a pan-Asian demonstration station; and plans for the expanded station at King's Court/English College House call for visiting chefs to host demonstration cooking sessions and discussions.

Also in response to student demands for more flexibility, more campus meal plans now include Dining Dollars, which can be used in dining halls and in retail operations.

All of these changes are merely the tip of the iceberg, though. Aramark is now engaged in a more thorough study of the campus to guide its strategy for improving dining.

The process, called MarketMatch, is one of the reasons Penn chose Aramark, said Amy Johnson, director of external relations for Business Services. "We decided it was time to take Dining Services to the next level," she said. "The strength of Aramark's operations and MarketMatch recommended them to us."

Aramark's regional manager for Dining Services, Mike Cenicola, said: "MarketMatch is a comprehensive study of the University. It breaks the campus down into neighborhoods and allows us to survey each neighborhood and determine what type of service is required for each one."

MarketMatch focus groups will mainly target students, Senecola said, but administrative staff and other campus constituencies will also be included.

Aramark's current contract to run Penn's dining services is for one year, but Cenicola said, "We are obviously looking at a long-term partnership with Penn as we evaluate the program over this year."

[last story](#)



[next story](#)

- ▶ with...Marjorie Hansen
  - Campus Buzz
- 

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**Exhibit G****THE SHORTHORN *Online*****September 1, 2006****Facilities****Bagel shop coming to Fine Arts**

*Einstein Bros. Bagels will replace the Café at the Arts in the building.*

**Story by: Krista Pugh**

*Contributor to The Shorthorn*

Students may have to start stepping up their workouts after eating at all the new food establishments set to arrive on campus.

Einstein Bros. Bagels will move into the space in the Fine Arts Building where the Café at the Arts is.

Construction was planned for the fall of 2007. However, the plan included a Quizno's in University Hall. Logistical issues have halted the Quizno's idea, so the Einstein Bros. Bagels' construction has been moved up to this year, said John D. Hall, Administration and Campus Operations vice president. He said administrators will be finalizing plans soon.

"We know we're going forward with Panda Express in the University Center and putting smoothies in the Central Library," he said.

Last spring, Aramark, the company that provides university dining services, did a market match study measuring student traffic patterns. The study assists planning for future campus dining, enhancing existing services and adding additional services. Putting Einstein Bros. Bagels in the Fine Arts Building is in response to the data that was collected from these studies.

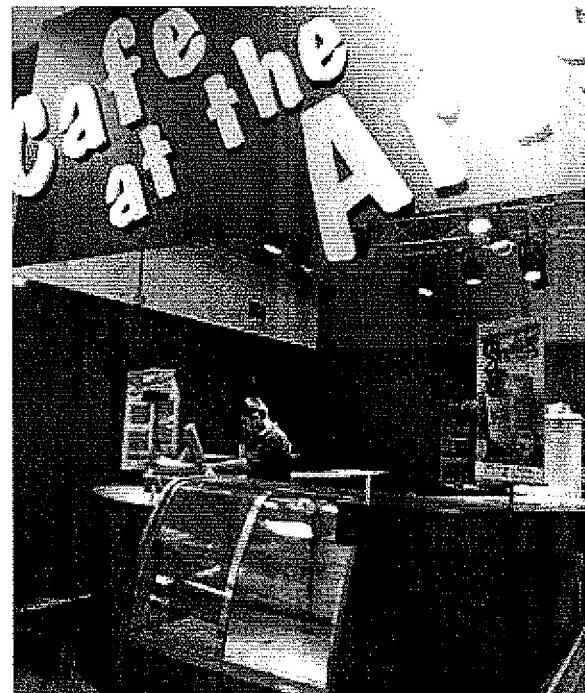
After the campus operations team reviews plan recommendations for the creation of the Einstein Bros. Bagels facility, construction will begin. The café in the atrium of the arts section may be used, but expanded.

"Plans are not yet developed. The current café area is pretty tight, but the atrium area is a good location," Hall said.

Jwalin Dholakia, electrical engineering graduate student and Java City employee, said he doesn't think Einstein Bros. Bagels will make a huge difference in the building's traffic.

"Java City already has coffee, pastries, salads, sandwiches and smoothies," he said.

Samantha Benitez, advertising and business senior, thinks the new facility will be a hit with Liberal Arts



The Shorthorn: Monica Lopez  
Electrical engineering graduate and employee Jwalin Dholakia ends his shift at the Café at the Arts on Thursday afternoon.

and Fine Arts students.

"I think the breakfast will be more successful," she said. "It also helps that the area looks like a nice café."

# Israel Fest aims to share Jewish culture

Planners hope to curb stereotypes

BY SARAH ELLIS  
STAFF WRITER

The Pit was full of pitas and pita Tuesday for Israel Fest, a campus event based on giving students a taste of true Israeli culture.

"We want to bring a new understanding to the culture people thought they knew," said Sue Kline, executive director and executive director of M.A. Hillel.

Hillel, which helps to sponsor Israel Fest, is a campus organization committed to helping the about 3,000 Jewish students on campus embrace Jewish life.

The group also works to raise awareness of the Jewish community on campus.

"A lot of people associate Jews with one type of religion," said Shelly Katz, program director for Jewish student life at Hillel. "But really, there are a ton of different people living together in Israel."

Senior Alison Lins, president of the Hillel Executive Board, agreed.

"Israeli culture is a bit like American culture because it's a melting pot of cultures from all over the world," she said.

To show that diversity, Israel Fest held a myriad of activities, including a Jewish a cappella group and name translations into Hebrew, and plenty of falafel, pita, kosher pickles and hummus were provided.

Several hundred UNC students stopped by the event.

"It's important to be in the Middle East, so I keep an eye out for organizations that will build my



Yehudit Bluming (left) and Rabbi Zalman Bluming demonstrate kosher picking Tuesday at M.A. Hillel's Israel Fest.

OTIMURA MCLOH

## Parents linked to stress gene

### Study examines infants' reactions

BY MATT SAMPSON  
STAFF WRITER

The best test subjects for measuring stress aren't university college students or high-level business executives — they're babies.

The Center for Developmental Science at UNC published an analysis last week linking the response of nurturing parents to the effects of a "stress" gene found in infants.

Researchers want to determine how genes and environment affect how people respond to stress.

This could ultimately lead to developing better parenting techniques to be implemented throughout childhood.

Infants are ideal subjects because they have not been exposed to many environmental factors that can contribute to stress, such as the influence of parents, peers and siblings, said Candi Pfeffer, a research scientist at the center who led the experiment.

This makes it easier to identify what responses are genetic and what are affected by parental actions.

Stressed children who are not emotionally supported throughout childhood are at greater risk for developing behavior problems, poor academics and psychological problems, according to her.

The study has shown that how parents stress gene is in a person helps determine how the body reacts.

In 2002, researchers recruited 142 children to participate in the study.

They have been monitored from 3 months old and still are being followed as they enter elementary school.

The experiment put infants at ages 3-, 6- and 12-month-old under stressful conditions for two to 10 minutes.

Researchers observed different physical responses, including heart rate and breathing.

"Stress rates for different age groups," Pfeffer said.

For the 3- and 6-month-olds, we left them in a car seat as their mothers didn't react to whether they cried or wanted to play. After two minutes, the mother then became sympathetic and paid attention to the child.

For the 12-month-olds, parents left the children alone in a room for 10 minutes before returning.

Researchers monitored stress levels using heart rate.

And while they were interested in reducing stress overall, it was not their biggest concern.

"We're not trying to eliminate stress entirely," said Roger Mills-Koonce, director of the Center for Developmental Science.

He said they are more concerned with finding out how the body copes with stressful situations.

Contact the University Editor  
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## Dining Services plans to research future options

### Study looking at what students want

BY LEAH HUGHES  
STAFF WRITER

Armark has begun planning a research study into student desire for Carolina Dining Services in order to plan for years few.

Campus administrators and student members of the faculty and staff of the Armark MATCH team, known as MarketMATCH, Armark's initiative with UNC to manage campus dining.

"The core is what is important to the University and students that go to school here," said Deb Tripp, the national director of research and planning for Armark.

Planning began several months ago when dining officials decided to conduct a survey to better understand the research process.

The next step involves conducting research by breaking the campus into neighborhoods, Tripp said. The neighborhoods consist of areas defined by specific needs.

Tripp cited the School of Law as an example. Law students have the same schedules and interests, leading to the same dining patterns.

The neighborhood research involves several tactics, such as

chat rooms, whole-campus surveys, focus groups and one-on-one interviews.

After the research phase, MarketMATCH will begin neighborhood planning. The planning stage involves identifying future service opportunities and possible business plans to bring to campus.

MarketMATCH will share findings and recommendations with dining officials at the end of the process. Tripp said MarketMATCH will conduct follow-up investigations every semester.

Tripp gave examples of success stories about MarketMATCH from several universities, including Clemson University and the University of North Carolina.

"We are wide open to input we get for this process," said Scott Myers, director of food and vending services for UNC.

UNC generally brings in a consultant every five years to assess campus dining. The last evaluation occurred in 2006.

An increased amount of input from students prompted CDS to conduct another evaluation after only two years, said Mike

Freeman, director of auxiliary services.

Sustainability and buying local now influences students' dining decisions and must be considered by dining services, Freeman said.

One problem facing CDS and Armark in making recommendations is the lack of campus space for new establishments.

Another issue is the lack of parking, Freeman said.

Dining services is financially stable, but most of its yearly earnings must be reinvested into dining operations.

Dining services takes in about \$500,000 a year, Freeman said. About \$100,000 pays the debt fee, \$120,000 pays the staff and the remaining amount pays for repairs and equipment replacement.

The next step is to break down the neighborhood into smaller areas, composed of administrators and student representatives is expected to play an important role in communicating students' needs during the process.

"We want to figure out how we can reach the most students," said Eric Ballhausen, chairman of the student dining board.

Contact the University Editor  
at [tderk@unc.edu](mailto:tderk@unc.edu)

## National and World News

### FROM THE CAMPAIGN TRAIL

#### Armed man near Obama's home

CHICAGO (MCT) — A Chicago man arrested near Democratic presidential candidate Barack Obama's Chicago home Saturday night has been charged with trespassing and unlawful use of a weapon by a police spokesman.

Omari L. Sengstacke approached the security perimeter of Obama's residence, which is about a block from his home in the city's Kenwood neighborhood, at about 11 p.m. and was stopped by a Chicago police officer assigned to the US Secret Service security detail, police said.

"We know the development process involves a combination of both. We're now determining to what extent either factor influences development."

The study, funded by the National Science Foundation, currently has enough money to continue through the child's second year, according to researchers, who will continue.

Overall, the report authors said, they hope to see positive outcomes from their work.

"In the long run, if we can identify babies with genes at risk, we can help them learn how to appropriately adapt," Pfeffer said.

Researchers monitored stress levels using heart rate.

And while they were interested in reducing stress overall, it was not their biggest concern.

"We're not trying to eliminate stress entirely," said Roger Mills-Koonce, director of the Center for Developmental Science.

He said they are more concerned with finding out how the body copes with stressful situations.

Contact the University Editor  
at [tderk@unc.edu](mailto:tderk@unc.edu).

#### Republicans not enthusiastic about proposed economic bailout strategy

WASHINGTON, D.C. (MCT) — Top government officials urged Congress on Tuesday to give quick approval to the Bush administration's \$700 billion financial rescue legislation, but key congressional Republicans opposed that political support for the effort to rapidly pass the administration's bill without amendments it was wanting fast.

Treasury Secretary Henry Paulson overruled the bipartisan consensus on the legislation.

While the Democratic leaders of the Senate and the House of Representatives have pledged to pass a bailout plan within

days — with amendments — the Republican leaders and members of both chambers are much less enthusiastic.

Whether rebellion among Republicans and Democrats is growing strong enough to block the rescue legislation remains to be seen.

Democrats are pushing for negotiations Tuesday between Congress and the administration.

Many conservative Republicans oppose the administration's plan as too expensive, too large a grant of power to the executive branch and too much intervention by government into free markets.

Bush addresses economic fears

UNITED NATIONS (MCT) — President Bush tried Tuesday to calm growing global fears over the United States' watchful financial oversight as the Great Depression begins to roll on.

Speaking at the General Assembly, Bush said that Congress will pass a bailout package for Wall Street.

The US financial crisis, which has affected markets around the world, overshadowed the world gathering of world leaders.

Representatives of developing countries, who already are grappling with a food crisis that's seen the cost of basic commodities soar, expressed particular worry and in some cases anger.

Chavez in China; oil deals discussed

BEIJING (MCT) — Venezuelan leader Hugo Chavez arrived in China on a three-day state visit on Tuesday, declaring himself a "Maotai" and toasting China's support for a strategy and U.S. dominance of oil exports.

Chavez and the two countries would jointly build oil tankers and that Venezuela would help China build a refinery to process Venezuelan heavy crude oil.

Chavez is expected to purchase two squadrons of Chinese-built transport jets and ground radar. U.S. analysts said that would open the door for greater Chinese military involvement in Venezuela.

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A PRIVATE UNIVERSITY IN THE PUBLIC SERVICE

### Goals:

1. **Enhance campus life and build community in a non-traditional, urban environment** by engaging and encouraging students to utilize on-campus facilities.
1. Goal of **becoming a more residential campus** with 12,500 beds currently (enrollment of 25,000) and 1,600 more in planning phase.
2. Capture voluntary meal plan sales which were declining

### Exhibit I

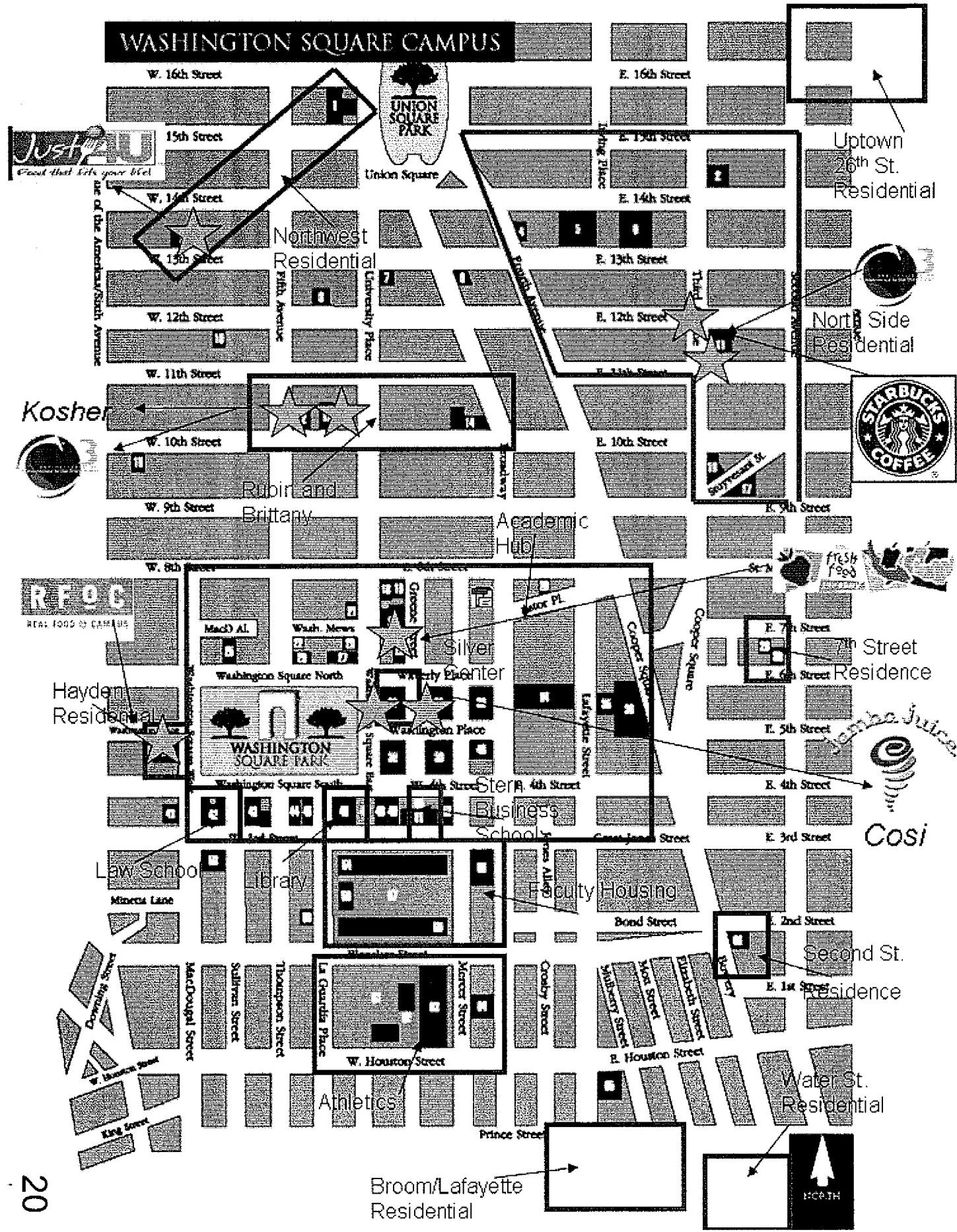


A PRIVATE UNIVERSITY IN THE PUBLIC SERVICE

### Recommendations:

1. Hayden Residential Restaurant – renovation and conversion to whole sustainable program. Students and faculty are now having dialogue over meals. “Student are saying they’ve made healthy exciting.” November 15, 2007 cover story Food Service Director
2. 3rd North Residential Restaurant renovation next summer
3. First Dunkin Donuts in Higher Education
4. New Catering Brand, Top of the Square
5. Meal Plan Re-design and aggressive marketing

## WASHINGTON SQUARE CAMPUS





A PRIVATE UNIVERSITY IN THE PUBLIC SERVICE

## Results:

- Revenue growth – 41% since 2005
- Customer Satisfaction Scores increased by 18%
- Base business growth - 14.6% vs. 8.25% prior to MarketMATCH
- Voluntary meal plan sales up 20% by 2007
- Catering sales up by 81% due to new Catering Brand, “Top of the Square”
- Share of Spend growth - 17% in 2005, 25% in 2008

# BAYLOR

U N I V E R S I T Y

## Goal:

1. Bring back campus life and build community in an environment where they had encouraged students to eat off campus.
2. Mission 2012 Imperative II – create a truly residential campus with 50% of undergraduate students living on campus by 2012.
3. Upgrade facilities that were outdated. Student Union couldn't accommodate traffic
4. Grow on-campus dining patronage

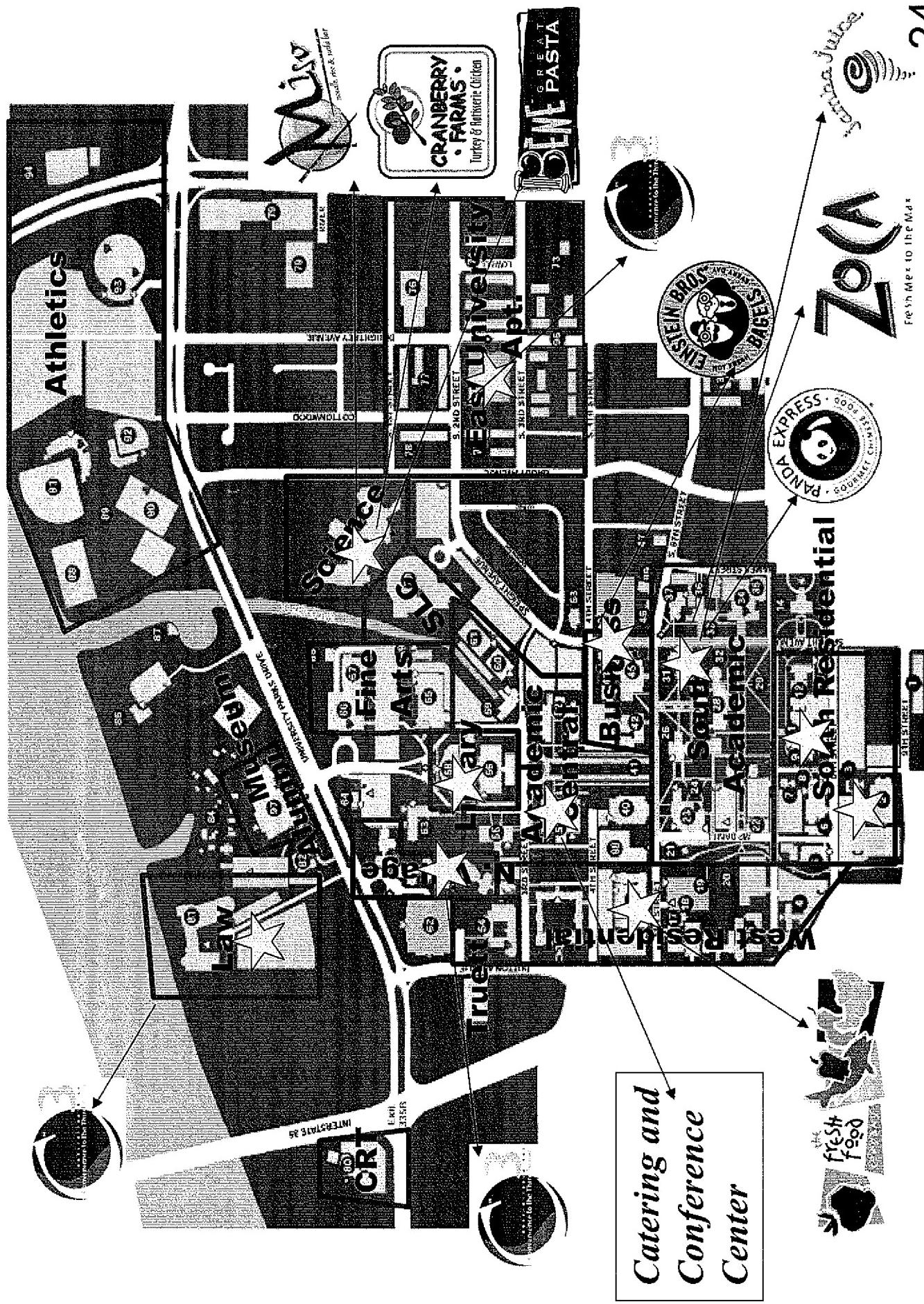
Exhibit J

# BAYLOR

U N I V E R S I T Y

## Recommendations:

- Penland Residential Restaurant - renovation and conversion to whole sustainable program.
- Renovation to Student Union – plans to build new union within 5 years
- Food court in Baylor Science Building
- Einsteins in College of Business - 2009
- Meal Plan re-design and aggressive marketing campaign



# BAYLOR

UNIVERSITY

## Results:

- Revenue growth – 26% since 2005
- Satisfaction scores grew 33% since MarketMATCH
- Voluntary meal plan sales penetration grew 23% to 34%
- Share of Spend growth - 42% in 2005, 47% in 2008



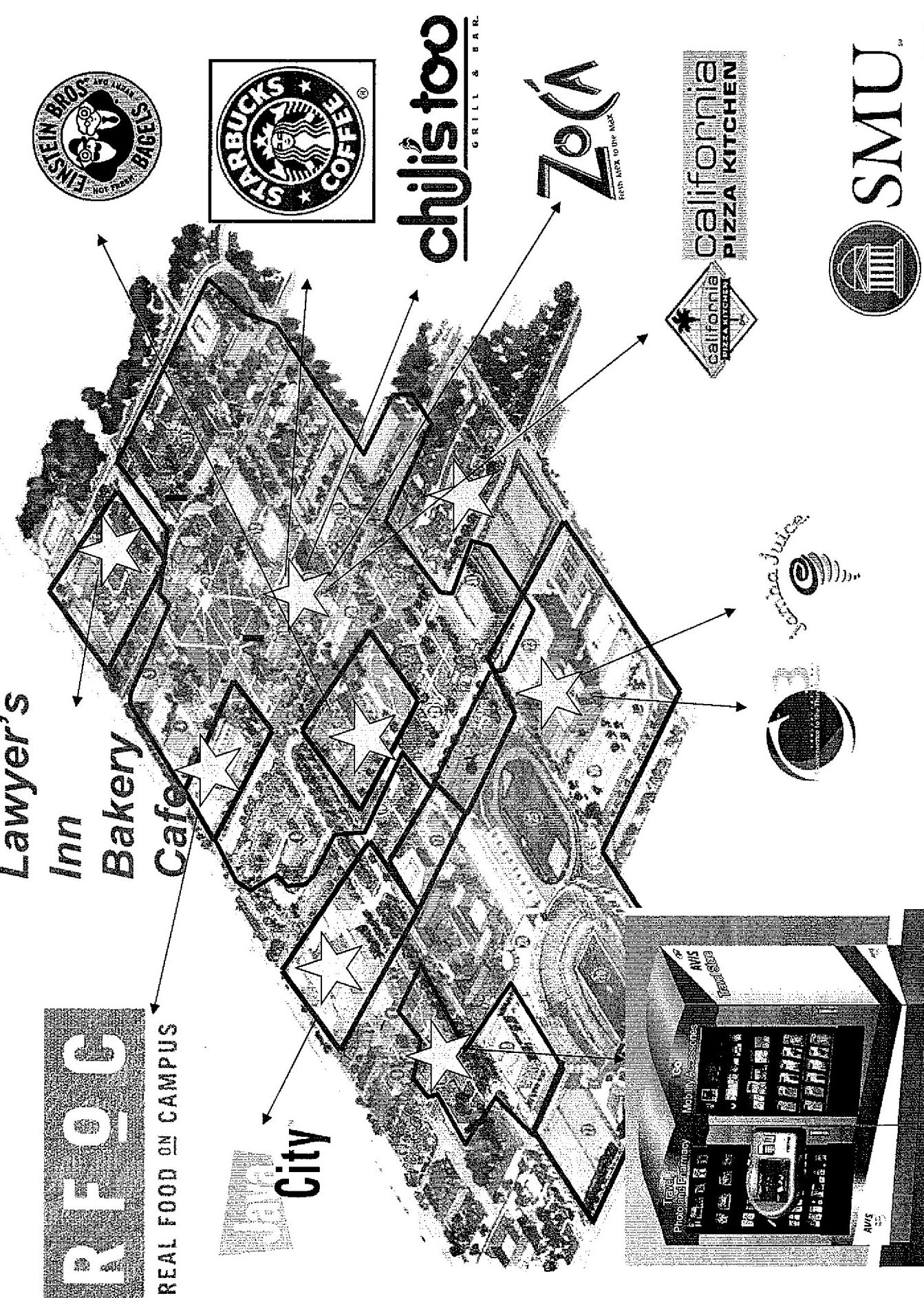
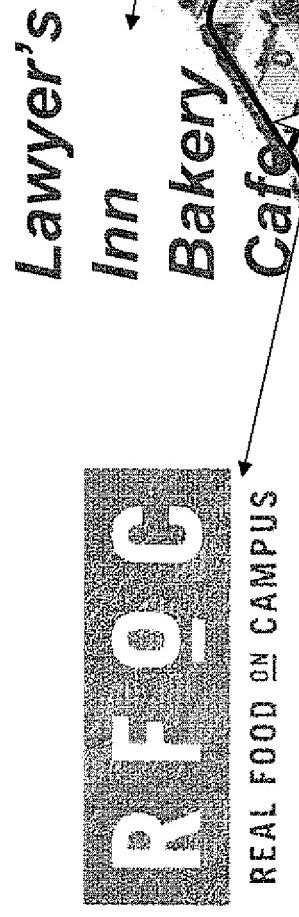
**Goal:**

- 1. Enhance the living and learning environment** for all students.
2. They asked us to facilitate MarketMATCH for the second time in 2006 (the first process was completed in 2004) to bring **dining services in alignment with their new master plan**. They were studying an all-sophomore live on requirement which would require new facilities. SMU is located in the heart of an **upscale Dallas urban environment** where students can easily leave campus for dining and other retail services.
3. Wanted to change the footprint of campus to accommodate expansion and building of Presidential Library.



### Recommendations:

- Renovation to two residential restaurants
- Create faculty/staff meal plans to create interactive atmosphere with students
- New retail brands including Pizza Hut and Starbucks in Hughes Trigg Student Center
- Einsteins in College of Business - 2008





### Results:

- Revenue growth – 41% since first MarketMATCH in 2004
- Satisfaction score increase of 13%
- Over 300 faculty meal plans sold
- Share of Spend growth - 25% in 2003, 31% in 2008



“The MarketMATCH process conducted by ARAMARK has proven invaluable to this institution as we develop a multi-year strategic plan for SMU Dining Services. The process was more than just surveys, it was in-depth campus mapping studies that segmented the campus into distinct neighborhoods and studied the foot traffic patterns of our campus community to determine where new venues should be placed. It studied the share of spend analysis to determine purchasing behaviors. And, finally, the architectural design expertise helped determine the right types of renovations and styles of service for new venues. It is truly a unique way to gain critical information from so many different sources on campus and helps us make educated and informed decisions about the future of dining on our campus.”

*Julie A. Wiksten  
Executive Director of Auxiliary Services  
Southern Methodist University*

# Testimonials



**"It's a technique that creates a dining 'master plan' that takes us out five years and breaks an urban campus into neighborhoods. Our professional retail and residential dining staff knows everything about BU and our students. They incorporate scheduling, traffic patterns, competition, demographics, you-name-it. And they know this by being part of our school and by talking to everyone involved, from students to school administrators."**

Craig Hill  
Associate VP for Business Affairs  
Boston University



**“As the size of our student body continues to grow at The University of Alabama, on-campus dining has become an integral component in the quality of life our students expect. We have been pleased with the master plan that ARAMARK developed for our campus using its MarketMATCH process. Rather than relying solely on preference surveys, ARAMARK segmented our campus into neighborhoods, then conducted research within each one. As a result, we have a strategic portfolio of recommendations based on the needs of our current and future students.”**

Dr. Robert E. Witt  
President, University of Alabama



## **University Client Testimonials**

---

**"We're very pleased that ARAMARK began this process by listening to our students...you probably now know more about our students than we do."**

*President James Barker  
Clemson University*

**"It makes sense that we master-plan together for dining services as we have our own Clemson Master Plan."**

*Neill Cameron, VP for University Advancement  
Clemson University*



## **University Client Testimonials**

**"ARAMARK's MarketMATCH provided the University with a comprehensive planning model for expanding and enhancing UT Arlington's campus dining operations. ARAMARK fully understands the uniqueness of each college or university campus and invests the time and resources necessary to respond to the needs and/or desires of our students, faculty and staff. It is very evident that ARAMARK's team of professional's are well qualified and experienced to bring ideas to the table that raises the bar for university dining services.**

*John Hall*

*Vice President for Administration and Campus Operations  
University of TX at Arlington*



## **University Client Testimonials**

---

**"This is a solid, fact-based plan for the future of Wake Forest Dining Services."**

*John Anderson*  
*Wake Forest University*



## **University Client Testimonials**

---

**"With so much development happening on campus,  
Dining Services and ARAMARK should be included in all  
major building renovations from Day One to ensure we're  
all on the same page."**

*Bill Merck*

*Vice President, Administration & Finance  
University of Central Florida*

